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STRATEGIC PLAN
FOR
CULTURAL DEVELOPMENT

OAKLAND, CALIFORNIA

presented

June 24, 1988

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THE VISION

The creation and implementation of Oakland's Strategic Plan for Cultural Development will result in Oakland expanding its role as a magnet for artists, arts organizations and arts audiences.

The successful pursuit and activation of the Cultural Plan will create a city which, in the area of the arts, will attract regional and national attention as a community:

- where artists are perceived to be members of an honorable and honored profession
- where all citizens have the opportunity to create or participate in the creations of others without the barriers of circumstance, income, background, remoteness or race
- where the cultural products of a myriad of cultures are valued and celebrated throughout the city: Hispanic music is heard in Montclair, ballet performed in East Oakland, Sumi painting is taught in the city's West section, the sounds of gospel ring out on Fruitvale Avenue.
- where it is widely acknowledged that the city's economic development depends upon increased financial support for the arts from government, businesses and individuals
- where the media devotes time and space to the arts comparable to its daily sports coverage
- where the pursuit of artistic excellence has been established as the norm
- where art is as much a part of the weft and weave of everyday life as banking, business and industry
- where there exists a rich assortment of venues and spaces for the creation, exhibition, study, and sale of local art works
- where performing and visual art facilities attract major exhibitions and touring musical, theatre and dance productions
- where the definition of "arts" has grown to include historic, ethnic and folk arts passed down through the generations in addition to the fine arts
- where citizens are surrounded by art as an everyday part of their lives
- where all children are educated to appreciate and participate in the arts
- where public art is an integral part of every development, public building and public gathering space

- where artists and arts organizations are committed to actively collaborating with and supporting one another
- where the elected officials and those seeking office view the arts as a key area of concern and include a program for arts development in their official platforms
- where all sectors and segments of the city are committed to the creation of innovative projects that result in more opportunities for employing artists
- where the streets and avenues throughout the city pulsate with the arts every day and night of the year
- where San Franciscans and those from Marin, San Jose, and Contra Costa County choose to spend an evening on the town highlighted by an aesthetic or cultural event
- whose national image flourishes as a major multi-cultural trend-setter, recognizing and supporting the family of American cultures

Oakland's Cultural Plan serves as the blueprint that will lead us to a future in which the arts enlighten, stimulate and inspire all of our citizens.

BASIC VALUES

1. Arts and culture are essential to the quality of life, and the development of cultural resources is an important means to improve the quality of life in Oakland.
2. The preservation and promotion of Oakland's cultural diversity is critical to the development of a unique cultural identity.
3. Stabilization of major cultural institutions, recognized for their artistic excellence, is essential to the health of the city.
4. Development and stabilization of smaller and emerging cultural organizations is also critical for the city's cultural wealth.
5. The cultivation of awareness, understanding and appreciation of the arts is critical.
6. The arts should be accessible to the full range of socio-economic populations within the city.
7. The individual artist is at the foundation of our cultural heritage and his/her ability to pursue a career in the arts is basic to the stability and growth of our cultural diversity.
8. The public and private sectors should share in the responsibility of developing the city's cultural life.
9. The arts can provide the means to foster both neighborhood pride and community involvement.
10. Excellence in the arts is a continuing objective that underlies the entire Cultural Plan.

MISSION OF CULTURAL PLAN

The mission of Oakland's Strategic Plan for Cultural Development is to develop new marketing and funding programs, to increase public participation and cooperation among artists and arts organizations in order to stimulate Oakland's arts and culture.

GOALS AND FIRST YEAR OBJECTIVES

June 1988

GOALS:

I Develop the West End of Lake Merritt as an integrated Plaza for the Arts to include Laney College, Oakland Museum, Henry J. Kaiser Convention Center and Estuary Sculpture Park.

II Develop a program to meet Oakland's arts space needs.

III Develop and support neighborhood arts programs and create a folk arts support program.

IV Create a public art program that is unique and results in a significant increase in visual arts projects throughout the City.

V Develop a cooperative information and resource management system for the arts.

VI Promote stability for artists and arts organizations.

VII Develop and implement a sequential arts education program for every student in the Oakland Public Schools.

VIII Create and implement a marketing strategy to measurably increase attendance and support for arts and cultural activities in Oakland with special attention to multi-cultural participation.

GOAL I: Develop the West End of Lake Merritt as an integrated Plaza for the Arts to include Laney College, Oakland Museum, Henry J. Kaiser Convention Center and Estuary Sculpture Park.

First Year Objectives:

By July 30, 1988 the Cultural Plan Implementation Team will appoint an Ad Hoc Committee of Concerned Citizens to include architects, engineers and representatives of Oakland Museum, Oakland Convention Center Management (OCCM), Camron-Stanford House, and Laney College to formulate a plan for developing the Plaza for the Arts concept and to oversee feasibility study, collaborative programming, and development of facilities and amenities in and around existing facilities (including, but not limited to: Contemporary Art Museum, Ethnographic Museum, Public Work/Exhibition Facility, Smithsonian West, Minority Military Museum, Berkeley Repertory Theatre, Bay Area Sports Museum, etc.)

By August 1, 1988, the Ad Hoc Committee will seek foundation grants amounting to $80,000 to fund the hiring of a consultant to conduct a feasibility study (The Hewlett Foundation will be approached).

By September, 1988, the Ad Hoc Committee will have continued discussions with Berkeley Repertory Theatre on development of a new theater center, including a 600–800 seat theater, and a storage and production facility; and will have met with the City of Oakland regarding Oakland Public School property site on Second Avenue (next to Henry J. Kaiser Convention Center) to become an added cultural asset to the Arts Plaza. Results of such meetings will be reported to the Implementation Committee.

By September 1, 1988, representatives of Laney College, Oakland Museum, Henry J. Kaiser Convention Center, and Camron-Stanford House will have met to explore collaborative programming to generate momentum around the proposed Plaza, and will report to the Cultural Plan Steering Committee. (Funding will come from existing budgets rather than from new sources.)

By October 1988, a consultant will be selected to conduct a feasibility study and develop a funding strategy for the plan.

By March 1989, the consultant will complete the study, to include old and new facilities, program collaboration, integrated land-use development, and funding options for plaza development.

Policy Objectives:

By October 1988, the Ad Hoc Committee will secure a commitment from the City to include in its Capital Improvements Budget (ORA or City) street lighting, parking and security upgrading.

GOAL II: Develop a program to meet Oakland's arts space needs.

First Year Objectives:

By July 1988, Cultural Arts Division will convene representatives of OCCM, Laney College, Paramount Theatre, Alice Arts Center and Oakland Museum to explore the effect of broadening access grant program to stimulate use of facilities and to enable additional local artists and groups to utilize facilities, and will report to Cultural Plan Implementation Team by August 1988.

By October 1988, Oakland Convention Center Management will have formulated a detailed plan, with cost projections and funding plan, for renovating the Henry J. Kaiser Convention Center including the Calvin Simmons Theatre stage and lighting, and with attention to outdoor lighting, security, and parking, and present such a plan to the Cultural Plan Implementation Team.

By October 1, 1988, Cultural Arts Division, using foundation grants, will complete an analysis of total detailed space needs of Oakland's arts community (including performing and visual arts).

By January 1, 1989, Cultural Arts Division, using foundation grants, will update and complete inventory of available and developable art spaces, using results of space needs assessment as a guide to match available spaces with existing needs.

By April 1989, City's Office of Public Works will complete master plan, with construction documents, for the renovation of the Alice Arts Center, including a funding plan.

By May 1989, Paramount Theatre will present a detailed plan to Cultural Plan Implementation team, with cost projections and funding plan, for deepening the stage of the Paramount Theatre.

Policy Objectives:

By September 1988, Cultural Arts Division will have met with Office of Parks and Recreation (and other City staff as appropriate) to determine whether internal Parks and Recreation internal policies might be changed to make Parks and Recreation facilities more readily available to arts groups for rehearsals and performances.

By October 1988, City of Oakland will adopt a supportive policy statement pledging City commitment to developing facilities to help meet Oakland's artists and arts organizations' assessed needs for storage, workshops, work/live, office, exhibition, rehearsal and performing space through better identification, utilization, and/or renovation of existing facilities, whenever possible.

By October 1988, City Council will adopt a general policy statement which encourages visual artists to work, live, and exhibit in Oakland, and directs city departments to work with the Oakland Arts Council to include visual artists and the development of artists' work/live/exhibit space in all appropriate planning activities.

By November 1988, Oakland Arts Council will adopt a policy to meet the needs of Oakland's visual artists for affordable and adequate work/live/exhibit space, by developing policies/programs to increase opportunities for ownership and/or long-term control of such spaces.

By December 1988, City will explore requiring developers to incorporate arts spaces into new projects. City could require such spaces in exchange for zoning concessions. In addition, City will develop supportive policies and programs such as making low-interest loans available to arts groups to renovate spaces and explore turning surplus property into arts spaces.

GOAL III: Develop and support neighborhood arts programs and create a folk arts support program.

First Year Objectives:

FOLK ARTS OBJECTIVES

By June 1988, Cultural Arts Division will have developed a preliminary proposal for a Folk Arts program, and submit a letter of intent to the L.J. and Mary C. Skaggs Foundation Folklife program for contracting with a Folk Arts specialist to begin field work and program development.

By July 1988, Cultural Arts Division will convene Folk Arts Advisory Committee appointed by the Oakland Arts Council to oversee development of recommendations for folk art program goals and first year objectives.

NEIGHBORHOOD ARTS OBJECTIVES

By July 1988, Cultural Arts Division will redefine the Grants Coordinator position so that 30% of the position can be spent developing a cultural needs assessment in the neighborhoods of Oakland during Fall 1988. (To work with Marketing Consultant implementing Goal VIII—marketing survey study in neighborhoods)

By September 1988, the Oakland Arts Council will appoint Neighborhood Arts Advisory Committee to work with Grants Coordinator and Parks and Recreation staff in developing Neighborhood Arts needs assessments, program goals and first-year objectives.

By March 1989, the Grants Coordinator and Marketing Researcher will complete the needs assessment, based on the guidelines of the Implementation Team's adopted goals (memo of March 29, 1988), and report to the Neighborhood Arts Advisory Committee with recommendations.

Policy Objectives:

By December 1988, City will adopt a supportive policy balancing City's commitment to developing both neighborhood and downtown arts, folk art, fine art and crafts.

By January 1989, Cultural Arts Division, working with Office of Parks and Recreation, will host focus groups/ public meetings in each City Council District to assess Neighborhood Arts Programs and solicit input from community.

By December 1988, Cultural Arts Division will report on current City grant allocations and present a plan to balance City's commitment to neighborhood arts, folk arts, fine arts, and crafts throughout the City. Additional funding for neighborhood arts would require increase in General Funds or Transient Occupancy Tax (TOT) revenues in order to balance City's current commitment to downtown arts development through Oakland Redevelopment Agency funds.

By December 1988, Cultural Arts Division will incorporate neighborhood arts and folk arts category in its grants program for FY 89–90.

GOAL IV: Create a public art program that is unique to Oakland and results in a significant increase in visual arts throughout the City.

First Year Objectives:

By September 1, 1988, the Oakland Arts Council will appoint a seven-member Public Art Committee that will oversee the implementation of the Cultural Plan's public art program.

By September 1, 1988, Bay Area Partnership will complete public art ordinance feasibility study and draft a report and ordinance to be presented to the Oakland Arts Council in September.

By November 1, 1988, the City will hire a part-time Public Art Coordinator who will oversee the development and management of the public art policies and programs. Committed funding: $15,000 from NEA.

By January 1, 1989, the City Council will adopt a set of public policies as outlined in the Cultural Plan's public art program.

By March 1, 1989, the City Council, Oakland Redevelopment Agency and Port Commission will each have adopted a one-and-a-half percent public art ordinance.

By June 30, 1989, the City will obtain sufficient funding for the Public Art Coordinator to become full-time.

Policy Objectives:

PUBLIC ART ORDINANCES

By November 1988, the Oakland Port Commission will adopt a Percent-for-Arts Policy requiring 1.5% of all construction of public facilities, including the airport, Jack London's Waterfront and Port parks, be earmarked for public art.

By December 1988, City of Oakland will adopt a Percent-for-Art ordinance requiring 1.5% of all City capital improvement projects be earmarked for public art:

1. Allocation of 1% for art and artists' services.
2. Allocation of .25% for maintenance and conservation of City's public art collection.
3. Allocation of .25% for the community education process, artist-selection process with jurors, project advertising, fees for proposals and models or maquettes, and overall management and documentation of program.

By December 1988, the Oakland Redevelopment Agency will adopt a Percent-for-Art policy requiring 1.5% of all redevelopment funds appropriated to private developments be earmarked for public art (using the allocations noted above).

OTHER

By November, 1988, the City Council will adopt a Public Improvements-Public Enhancements Policy which requires, whenever possible, that artists and craftspeople be given opportunities to design, construct and enrich public improvements of a functional nature.

By November 1988, Oakland Arts Council will adopt a set of Artists Rights which shall be incorporated into all contractual documents for public artworks for the City of Oakland.

By November 1988, the City Council will adopt a Public Art Policy which encourages, whenever possible, the use of City properties by artists for creation, exhibition and/or performances of public artworks.

By March 1989, City Council will develop a Private Development Public Art Policy which requires, as part of the City's design review process, that all developments over $1 million describe how art will be incorporated into the development.

GOAL V: Develop an information and resource management system for the arts.

First Year Objectives:

By July 30, 1988, Implementation Team will appoint Task Force to find and work with a loaned executive to perform a needs assessment and systems analysis for the information and resource management system, and to pursue the development of a Central Arts Clearinghouse Calendar.

Task Force to identify potential sources of executives (PG&E, AT&T, Pacific Bell, Clorox) and strategies for securing that person, including space and support needs.

Costs: If total support not furnished, recommend: $30,000 funding to support analysis and system identification. Task Force to work with Cultural Arts Division to identify sources of grant money if needed—ORA, TOT, CCH, major foundations.

Loaned executive to be on board by September 30, 1988.

"Resource management" assessment will form the basis for a set of joint facilities for rental of instruments, physical properties, etc.

By September 1, 1988, Task Force will report to Cultural Plan Implementation Team consensus among organizations performing portions of calendar clearinghouse service currently; who will do it in the future and how it will be coordinated, and where central calendar will be located.

By June 30, 1989, system needs analysis to be completed and recommendations as to system to be acquired and funding plan.

GOAL VI: Promote stability for individual artists and existing arts organizations.

First Year Objectives (for artists):

By August 1988, the Oakland Arts Council will appoint a Standing Committee on Artists' Work/Live/Exhibit Space.

By August 1988, the Cultural Arts Division will approach the Oakland Chamber of Commerce and Business Volunteers for the Arts for a recommendation of an individual with financial expertise who could volunteer to begin gathering data on loan and grant programs to assist artists and arts organizations to become owners of their spaces.

By August 1988, the Cultural Plan Implementation Team will develop specific goals and objectives regarding expansion of media coverage of all arts endeavors in Oakland.

By September 1988, Cultural Arts Division will begin working with the Office of Economic Development and Employment to determine availability of low-interest loans for development of artists' work/live/exhibit space.

By November 1988, the City Council will adopt a supportive policy statement which encourages artists to work, live and exhibit in Oakland, and directs City Planning and Zoning Commissions to revise regulations on joint living and working quarters in conjunction with the Work/Live/Exhibit Standing Committee.

By January 1989, the City of Oakland (Community Promotions) will develop a program of Project grants for artists, playwrights, critics, curators and choreographers, and will allocate $20,000 for pilot program with first grants/fellowships to be awarded in FY 89–90.

Policy Objectives (for artists):

By November 1988, City Council will adopt a supportive policy statement which encourages artists (visual and performing) to work and live in Oakland, and directs City departments to work with the Oakland Arts Council, to include artists on Boards and Commissions and to recognize arts activities as legitimate business activities eligible for low-interest loans, etc.

By December 1988, City Planning Commission will revise zoning regulations (Sec. 70200—Joint Living and Work Quarters) to confirm that they apply to new construction as well as rehabilitation.

By December 1988, Oakland Arts Council will make recommendations to Planning Commission regarding other zoning codes and to the Office of Public Works regarding building codes affecting artists' live/work conditions.

By December 1988, Oakland Arts Council will develop a policy supporting work/employment for artists in all areas: public arts programs, artists-in-residence in schools and industry, lectures, commissions, etc.

First Year Objectives (for arts organizations):

By September 1988, the Oakland Arts Council will reorganize its committee structure around the goals of the Cultural Plan.

(continued next page)

By September 1988, Cultural Arts Division in collaboration with BVA and the Management Center will expand the program of technical assistance so that workshops are offered annually in each of the following areas:

a. fundraising/fiscal management
b. board training/organizational planning
c. marketing/promotion

By October 1988, the Cultural Plan Implementation Team, working with the Oakland Chamber of Commerce and Business Volunteers for the Arts East Bay (BVA), will complete research to develop a program to train and recruit new leadership for arts institutions.

Policy Objectives (for arts organizations):

By June 1988, Cultural Plan Implementation Team and Oakland Arts Council will recommend to the City an increase in City's General Fund grants program to support the general operating budgets of arts organizations, increasing the pool of money available from its current $409,000 to $600,000 in 1988–89. (Recommend 10% TOT be allocated to arts.)

By December 1988, Oakland Arts Council will develop a grant program to support and encourage creation of new works by performing institutions and to promote the revival of classics and repertory standards.

NOTE: See additional Goal II policy objectives—arts space needs.

GOAL VII: Develop and implement a sequential arts education program for every student in the Oakland Public Schools (OPS).

First Year Objectives:

By July 1, 1988, the Chairman of the Cultural Plan Implementation Team will meet with OPS Superintendent to review recommendations from the Arts in Education Task Force and to discuss establishment of an Arts Education Community Support Advisory Group.

By September 1988, the Oakland Public Schools Superintendent will establish one full-time liaison position for the arts to address this goal, with funding to come from OPS.

By September 30, 1988, an Arts Education Community Support Advisory Group will have been created and hold its first meeting.

By October 1988, OPS will establish an advisory board of arts teachers, school administrators, parents and arts administrators to participate in decision-making and resource allocation processes relevant to arts education, including setting budgets and determining curriculum content. This board will, among other things, supervise the annual arts showcase and plan a presentation to the school board and Superintendent's Cabinet on the basic place of arts in the school program.

By January 1989, the Arts Liaison Administration and the Community Support Advisory Group will create a mission statement and plan for a pilot program and will seek sources of funding to implement the arts education goal.

By June 30, 1989, the Arts Liaison, the Community Support Advisory Group and the OPS Superintendent will commit to implementing the pilot program in FY 89–90 with an eye toward continued expansion of the arts education goal.

Policy Objectives:

By January 1989, Oakland Public Schools, i.e., school board, will adopt a statement acknowledging its commitment to making arts education an integral part of the public school curriculum, and to developing of a sequential program of arts education for every student in OPS as a district-wide education priority.

GOAL VIII:

Create and implement a marketing strategy to measurably increase attendance and support for arts and cultural activities in Oakland with special attention to multi-cultural participation.

First Year Objectives:

By July 1, 1988, Oakland Arts Council will appoint a 6–10 person Standing Marketing Advisory Committee of marketing professionals (to be made up in part of members of Earned Income Strategy Team) to oversee development of arts market research program, marketing technical assistance program, and cooperative marketing campaign to measurably increase audiences at Oakland art activities. (Include performing arts, visual arts and individual artists.)

By July 15, 1988, Cultural Arts Division will circulate R.F.P. for a consultant to conduct comprehensive arts audience survey in Alameda and Contra Costa counties, public opinion survey and neighborhood arts focus groups, to be selected by September 1, with research to be conducted between September 15, 1988 and April 1, 1989.

By September 1, 1988, Cultural Arts Division will develop an in-house system to assist arts organizations in tracking marketing campaign effectiveness with special attention to tracking multi-cultural targeted audience campaigns to be used throughout 1988–89 season.

By September 15, 1988, Cultural Arts Division in conjunction with Marketing Advisory Committee will announce plans for comprehensive marketing technical assistance program to include workshops, technical assistance grants, and marketing advisory team consultations.

By October 15, 1988, *Phase I*: Marketing Advisory Committee working with Cultural Arts Division staff will have developed a joint venture/cooperative marketing campaign strategy to market Oakland's arts and cultural activities.

By April, 1989, *Phase II*: The Marketing Advisory Committee will also begin its evaluation of current programs. Based on results of research, strategy will be revised.

By January 1, 1989, Cultural Arts Division will have completed publication of arts resource directories and inventories and will have developed a plan to distribute them and upgrade/update on a regular basis.

Policy Objectives:

Marketing Advisory Committee will develop the policy to be followed by all participating arts organizations relative to use of funding sources controlled by Oakland Arts Council for marketing purposes, and participation in marketing technical assistance programs.

Cultural Arts Division programs (e.g., technical assistance) will include a component directed toward individual artists.

Market City of Oakland as focal point for arts throughout the East Bay (i.e., technical assistance workshops open to Oakland Arts Groups; targeting Oakland employees who reside throughout East Bay).

All City marketing plans (including Oakland Convention & Visitors Bureau, Chamber of Commerce, OEDE) will include a component for highlighting Oakland's arts and cultural assets.

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Kim Anno
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